STAT

WORKING PAPER

26 August 1976

MEMORANDUM FOR: [   ] IG Staff

FROM   :

Assistant Executive Officer/DCI/NI

SUBJECT   : Some NIO Thoughts on a Crisis Management
                  Checklist

   1. We have tried to focus our attention only on the role
an NIO ought to play during a crisis -- based on several recent
experiences (Korea, Lebanon evacuation, etc.).

   2. The NIOs generally agreed on several points and believe
that these should be in any crisis management guidelines.

      a. In the event of a foreseeable crisis, the NIO, in all
   appropriate cases, is charged with initiating an Intelligence
   Alert Memorandum.

      b. Thereafter, or in the event of the "bolt from the
   blue" crisis, the NIO's principal function is to serve as
   the DCI's Special Assistant for the crisis. This entails
   several things:

         (1) Serving as back-up for substantive intelligence
      advice to the DCI in WSAG (or any successor mechanism);
      (Note: This obviously does not preclude the role of a
      DDO back-up to the DCI at WSAG when CIA is itself an
      action agency -- as it often is);

         (2) Participating in the decision-making process
      with respect to setting up any additional Community
      mechanisms to deal with the crisis;

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(3) Providing a point of contact between the DCI and WSAG and the Intelligence Community;

(4) Serving as a mediator for any interagency problems that may arise (substantive or procedural);

(5) Reviewing and/or managing all substantive items prepared for the DCI, the WSAG, and the President, excluding serial publications such as National Intelligence Situation Reports and normal coverage in current intelligence periodicals;

(6) Advising the DCI on the status of all collection systems and recommending to him appropriate retargeting -- the latter function in coordination with the collection managers; (Note: All of the NIOs felt strongly that the current crisis management system had one major weakness: there is no single point in the entire Community that maintains an up-to-date status report on all collection systems. We believe that such a task is feasible, much needed, and probably most appropriately should be a function of the IC Staff);

(7) Ensuring that the DCI has access to all relevant traffic and discussions, of whatever sensitivity and from whatever agency, e.g., CIA ops traffic, military ops traffic, sensitive State traffic, etc.

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cc:. Cord Meyer

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